



PAHO FORWARD

PLAN OF ACTION 1.0 April 2023 to March 2024 (April 2nd, 2024, Update)

On track
 Target
 Completed

		1. Strengthen PASB's efficiency, transparency, and accountability (ETA)														
Responsible entity	ID	Action	Expected result	Timeline in months												
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
OIA	1.1	Publish internal auditor's reports to provide transparent insights into organizational governance, risk management, and internal controls	Timely publication of internal auditor's reports, promoting transparency and accountability													
PBE	1.2	Publish evaluation reports, providing Member States, PASB entities (managers and personnel) with valuable insights and information for decision-making	Evaluation reports published, providing insights, recommendations, and lessons learned to enhance organizational ETA and learning.													
			Revised evaluation policy reflecting the Director's vision and new approach to evaluation reports													
AM	1.3	Authorize all PMIS transactions below USD 5000 at the Administrator level (excludes TA's were PWR, Center Director is 1 st level supervisor)	Streamlined PMIS authorization process for transactions below USD 5000, granting the Administrator the authority to approve them													
HRM	1.4	Share relevant human resources information between PAHO and the World Health Organization (WHO), as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant human resources information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination													

1. Strengthen PASB's efficiency, transparency, and accountability (ETA) (cont.)															
Responsible entity	ID	Action	Expected result	Timeline in months											
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PBE	1.5	Share relevant budgetary information between PAHO and WHO, as appropriate, to enhance transparency, foster collaboration, and ensure effective coordination between the organizations	Regular sharing of relevant budgetary information, as appropriate, between PAHO and WHO to enhance transparency, collaboration, and coordination	█									█		
AM/HRM	1.6	Develop HRM-specific key performance indicators (KPIs) for selection processes to optimize recruitment and enhance performance	Streamlined set of KPIs for HRM selection processes, including metrics, targets, and benchmarks to assess and improve recruitment efficiency		█	█	█	█	█						
LEG	1.7	Develop a tailored KPI framework for processes that requires a legal opinion, encompassing key metrics, targets, and benchmarks to optimize legal performance, ensure compliance, and facilitate informed decision-making	A robust KPI framework for processes requiring a legal opinion, comprising key metrics, targets, data collection processes, and reporting mechanisms to assess and monitor legal performance effectively								█	█	█	█	
AM/PRO	1.8	Development of KPIs for procurement process, facilitating the measurement and evaluation of procurement processes, efficiency, and effectiveness in meeting organizational goals and objectives	A comprehensive set of procurement KPIs, outlining metrics, targets, and benchmarks to assess and enhance procurement performance, transparency, and continuous improvement					█	█	█	█	█	█	█	
AM	1.9	Revise policies and process to better streamline and optimize the use of PMIS for increased efficiency, including elimination of redundant processes/requests and use of paper/memos outside the system, where applicable	Policies and processes identified and simplified	█	█	█	█	█	█	█	█	█	█	█	

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1. Strengthen PASB's efficiency, transparency, and accountability (ETA) (cont.)															
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AM/DHE	1.17	Implement sustainable environmental practices and policies by adopting simple energy-saving practices, implementing waste reduction, and recycling programs, and promoting sustainable transportation options, among other actions.	Green PAHO initiative implemented with a comprehensive set of sustainable and modern eco-friendly practices and innovative policies.												
AM	1.18	Strengthen the compliance and risk management functions, in partnership with business process owners and following the three lines of defense model	Enhanced compliance with PAHO policies and procedures and improved risk management												

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2. Bolster PAHO’s visibility, country focus, and capacity to deliver technical cooperation															
Responsible entity	ID	Action	Expected result	Timeline in months											
				Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
AD/EXM	2.1	Develop a new organizational chart that aligns with the organizational needs and enhances operational efficiency to better respond to the demands for technical cooperation	New organizational chart implemented												
AD/HRM/CSC/PBE	2.2	Review and align the personnel functions to the new institutional organizational chart and to the PAHO/WHO Core Predictable Country Presence (CPCP) initiative	Terms of reference for personnel at all levels adjusted and aligned and new recruitment, as needed, under implementation												
CSC	2.3	Strengthen the strategic and political relationship of the Director with the governments and ministers of health	Bilateral and subregional meetings, and strategic visits to countries enhanced; Director’s commitments monitoring system established and under implementation												
AM/CSC/LEG/ITS	2.4	Delegation of authority for PWRs increased to USD 100 000 for PASB country and subregional offices, and to USD 200 000 for Brazil	Revised DOA approved and implemented. More efficient use of the PWRs’ time; reduced the time for processing contracts, purchases and payments, and letters of agreement initiated by country offices												

2. Bolster PAHO's visibility, country focus, and capacity to deliver technical cooperation (cont.)

Responsible entity	ID	Action	Expected result	Timeline in months												
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PBE/AD/NMH/CDE	2.11	Create interprogrammatic projects as part of the BWP24/25: 1) disease elimination acceleration, and 2) NCD integration into PHC. These will include objectives, activities, estimated costs, timelines, roles, responsibilities, and monitoring mechanisms for their successful implementation	Interprogrammatic projects developed and included as part of OP 2024-25													
DIR	2.12	Review and streamline PAHO and WHO policies related to technical advisory groups and other collaborating groups, ensuring alignment, consistency, and efficiency in their functioning and processes	More transparency about the objectives of the collaborating groups, their membership, and duration of term													
DIR/AD/AM	2.13	Conduct a thorough review of internal collaboration groups and propose actionable recommendations to optimize their structure and alignment with organizational goals	More transparency about the objectives of the internal collaborating groups, their membership, and duration of team													

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3. Enhance PASB human resources performance and drive innovation to move the Organization forward															
Responsible entity	ID	Action	Expected result	Timeline in months											
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DIR	3.1	Delegate the approval of the selection process for short-term professional (STP) positions P3 and below to HRM	Delegation of STP selection process approval for P3 and below positions to HRM												
DD/ETH	3.2	Accelerate the selection of key positions for an effective Integrity and Conflict Management System (ICMS)	Ombudsman appointed. P5 and P4 Prevention and Response to Sexual Exploitation, Abuse and Harassment appointed.												
HRM	3.3	Align the People Strategy with organizational goals and priorities, reviewing and refining it as necessary, while establishing measurable metrics for each objective	Revised People Strategy aligned with organizational goals and priorities, including defined and measurable metrics for each objective												
HRM/CSC	3.4	Implementation of the 2024 Mentorship Program for PWRs, promoting professional development and knowledge-sharing	Completed 2024 Mentorship Program for PWRs, including program documentation, participant evaluations, and a report on outcomes and professional development impact												
HRM	3.5	Review the Performance, Planning and Evaluation System (PPES) tool	Revised PPES tool developed to be implemented in 2024												

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		3. Enhance PASB human resources performance and drive innovation to move the Organization forward (cont.)														
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HRM	3.6	Enhance the selection and onboarding processes for efficient and effective recruitment and integration of personnel	Improved onboarding process													
HRM	3.7	Define a learning strategy to enhance knowledge-sharing, professional development, and continuous learning within the organization (POC funding)	Learning board reactivated													
HRM	3.8	Utilize the cost-effective resource of the UN Mentoring Programme to maximize mentoring opportunities and further enhance the professional growth of personnel	Increased utilization of the UN Mentoring Programme, expanding mentoring opportunities and enhancing personnel's professional growth and development													
HRM	3.9	Develop clear and transparent criteria for seniority recognition within the Organization, ensuring equitable acknowledgment of employees' tenure and experience	Transparent criteria for seniority recognition implemented, ensuring equitable acknowledgment of employees' tenure and experience throughout the Organization													
HRM	3.10	Enhance the internship program by conducting a review of the policy for improved transparency and implementing two annual calls for internships	Enhanced internship program with an updated policy ensuring transparency, along with the implementation of two annual calls for internships, attracting a diverse pool of talented candidates													

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3. Enhance PASB human resources performance and drive innovation to move the Organization forward (cont.)															
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HRM/PHE	3.11	Create a roster of professionals to facilitate surge capacity and quick resource mobilization during emergencies or high-demand periods	Roster of emergency professionals established												
DIR/HRM	3.12	Advance on a joint and collaborative work agenda with the Staff Association	Jointed collaborative agenda established												
ETH	3.13	Review the ICMS	KPIs for different processes related to ICMS implemented												
DIR/AM/HRM/ETH	3.14	Establish and support a comprehensive diversity, equity, and inclusion program in PAHO	An inclusive organization												

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